

“Final Report”
Engage Gwinnett Recommendations Status – Law Enforcement and Judiciary

Service Area	Status Quo, Declining Tax Digest, or General	Recommendation	Status	Actions Taken	Budget Impact
Law Enforcement and Judiciary	Status Quo	Superior and State Court judges should consider appointing an administrative judge for each court to study, evaluate, and make recommendations to those judges with the aim of maximizing the delivery of judicial services at an affordable cost for the citizens of Gwinnett County.	Complete	Both courts have recognized this point. In Superior Court, Judge Tim Hamil serves as the administrative judge and the State Court administrative judge is Chief Judge Robert Mock.	No budget impacts at this time.
Law Enforcement and Judiciary	Status Quo	Explore and pursue state reimbursement for county services wherever possible.	Complete	Wherever possible, special revenues are used to fund expenditures. For example, the Police Department started using eligible funds for training purposes in 2011 and has continued this practice into 2012. The Sheriff's Office currently uses drug-related asset forfeiture funds to cover County services whenever allowed by law. In addition, the Courts are using drug court grants from the state to implement an electronic invoicing system for indigent defense.	Grants (Police training/travel) <ul style="list-style-type: none"> • FY2011 – \$63,687.55 • FY2012 (ytd) – \$28,405.79 SOA/LEA (Police training/travel) <ul style="list-style-type: none"> • FY2011 – \$149,272.00 • FY2012 (ytd) – \$53,091.00
Law Enforcement and Judiciary	Status Quo	If permitted by law, use SPLOST funds to fund the purchase of police vehicles before using General Fund revenues.	Complete	SPLOST funds were reviewed and reprogrammed where possible. Vehicles were purchased in 2011 and 2012 using this funding source.	Capital project E-0140, Fleet Equipment Police – 2005 SPLOST has \$3,125,500 budgeted for Police pursuit vehicle replacements, and \$2,106,386 was used toward the purchase of police pursuit vehicles in 2011.
Law Enforcement and Judiciary	Status Quo	The Work Group recognizes the potentially tremendous detrimental impact that reductions in the Law Enforcement and Justice System would have on our community. We recommend maintaining all current service levels.	Complete	The 2011 and 2012 budgets were adopted at an amount that maintains the current level of service. These budgets can be found on the County's website, www.gwinnettcountry.com .	No budget impacts at this time.

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Law Enforcement and Judiciary	Status Quo	<p>The fees permitted by state law for such things as court filings do not come close to the actual costs of providing these services. While recovering the full costs is unlikely, and perhaps not desirable in some cases, fees should be increased to recover a larger portion of the cost of service delivery. Action by the Georgia General Assembly is required. We urge our local elected officials, including our state legislative delegation, to:</p> <ul style="list-style-type: none"> • Increase state-mandated fees to be more closely related to actual costs • Add a technology surcharge to criminal fees to support technology improvements • Authorize privatization of fee/fine collection including the collection of fines that remain unpaid upon the expiration of a criminal sentence • Recategorize some minor misdemeanor criminal offenses and reduce the potential penalty in a way that would permit those cases to be resolved without a jury trial 	On-Going	<p>This recommendation has progressed through multiple avenues. First, Gwinnett County continues to work with our legislative delegation to improve permissible cost recovery methods. Technology surcharges are being explored. The County drafted legislation in an attempt to establish a technology fee on all citations that are issued, however, the legislative delegation did not bring this item to the floor for debate. We will continue to educate the delegation on the benefits of such a fee and work with them to move this forward for a 2013 vote. Second, Georgia House Bill 1055 has allowed certain fees to be increased, and the County has done so where permitted. As a result of HB 1055, an additional \$1.5 million is projected to be received on an annual basis.</p> <p>In addition, two house bills were passed that would also have a positive impact on the County. HB 851 removes the population criteria to maintain the commission charge on intangible recording at six percent. As a result, Gwinnett will be able to continue collecting at six percent. HB 1176, the criminal justice reform bill, includes our requested increase for participants in the Pre-Trial Diversion program from \$300 to \$1,000.</p>	As a result of House Bill 1055, an additional \$1.5 million is projected to be received on an annual basis. As a result of House Bill 851, projections point to an additional \$120,000 to be received during 2012 and another \$240,000 in 2013. Projections for House Bill 1176 point to an estimated \$60,000 to be received during 2012 and \$800,000 during 2013.
Law Enforcement and Judiciary	Status Quo	<p>The current method of delivering indigent criminal defense services should be re-examined. Consideration should be given to finding an alternative to the current system of paying for those services on an hourly basis.</p>	In Progress	The governing committee over indigent defense is discussing and looking into options.	No budget impacts at this time.
Law Enforcement and Judiciary	Status Quo	<p>We recommend that a process model for budgeting and staffing decisions be implemented that recognizes the highly interconnected and interdependent nature of the entire Law Enforcement and Justice System, a model that would also serve to promote efficiency and eliminate service duplication. This review should be led by the Performance Analysis Department and involve consultants, staff and citizens in its work.</p>	In Progress	This recommendation is being studied and developed. The recommended change in philosophy is ideal to integrate service delivery across departments and offices within the organization.	No budget impacts at this time.

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Law Enforcement and Judiciary	Status Quo	<p>The Law Enforcement and Justice System would benefit both in terms of reduced costs and greater efficiency from taking maximum advantage of technology. The Work Group supports implementing technological advances and innovative processes to increase productivity and transparency. This should include:</p> <ul style="list-style-type: none"> • Expediting implementation of the Criminal Justice Information System. • Expediting a paperless system for courts, tickets, licenses and permits, police records. • Providing online access or self-service kiosk for service delivery • A case management electronic court filing system. • Exploring a public-private partnership for self-service or paperless delivery of services. 	In Progress	<p>Gwinnett County continues to strive toward full implementation of this recommendation. As an example, the Police Department has implemented a self-service and paperless way to access accident reports. The Sheriff's Office and Police Department have implemented several technology advances like automated license plate readers in patrol cars and automated inmate kiosks at the detention center. The courts are working on a new comprehensive and integrated case management system. Police also implemented citizen online reporting, which has already saved at least \$32,160 in police manpower costs. E-citation technology is on track to become operational in 2012.</p> <p>The <i>Engage Gwinnett</i> sub-committee called <i>Excellence Through Innovation</i> delivered its recommendations to the Board in May, and a number of initiatives with a technology focus are being evaluated that have the potential to create additional government operational efficiencies gained by business process changes and the use of technology to provide long-term improvements.</p>	2012 year-to-date savings of approximately \$32,160 in police manpower costs.

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Law Enforcement and Judiciary	Status Quo	Explore outsourcing operations for Corrections, GJAC entry (not courtroom) security, building maintenance, the animal control facility, process servers (civil).	In Progress	<p>In 2010, the County Administrator formed a project team to evaluate whether or not Gwinnett County should operate a correctional facility and to recommend current and future business plans for the Department of Corrections. The scope of the evaluation did not include the solicitation of proposals or an exploration of specific outsourcing options, but team members did review information regarding private correctional facilities operating in Georgia.</p> <p>According to the project team’s final report, the business model for private correctional facilities in Georgia is based on warehousing a large federal or state inmate population for the purpose of generating revenue; the use of inmate labor to provide a supplemental workforce is not part of that model. The team also reported that any decision to house higher security offenders in the correctional facility would require extensive security enhancements to eliminate open-dorm style housing (Evaluation of Continuing Operations, p.18).</p> <p>The BOC voted on July 19, 2011, to accept the project team’s findings and recommendations.</p> <p>Other opportunities to explore outsourcing are ongoing.</p>	No budget impacts at this time.

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Law Enforcement and Judiciary	Status Quo	We recommend consolidation of certain services, including building maintenance, IT Services, other support services.	On-Going	<p>Several initiatives are underway for 2011 and 2012. The Department of Information Technology Services will absorb greater centralized functions. The Department of Support Services is studying centralizing countywide facilities under their management for purposes of repairs and renovations. And the warehouse operations for the Fire and Police departments were combined in 2010.</p> <p>The Department of Corrections began providing prisoner work crews to handle landscaping/grounds maintenance at all police facilities in 2012. It is estimated that this program will save \$35,972 this year. In addition, corrections provides lawn maintenance at fire facilities during the grass cutting season; during the off-season, the prisoner work crew supplements the hydrant maintenance program in an effort to increase the number of hydrants that are maintained annually.</p> <p>In October 2010, two facility maintenance functions previously under Fire and Police (HVAC services and maintenance of low voltage electrical systems) were consolidated under Support Services/Facilities Management. In 2011, after further analysis of maintenance function consolidation, Support Services presented a detailed plan for implementing a full consolidation of facility and grounds maintenance functions. This plan was not implemented at the conclusion of the analysis due to the additional challenges created as a result of the outcomes; however, consolidation will be revisited from time to time to search for additional opportunities.</p>	The estimated savings totals \$35,972 annually.
Law Enforcement and Judiciary	Status Quo	Organize and promote a “summit meeting” between municipal and Recorder’s Court officials regarding fines to ensure equitable fines among jurisdictions.	On-Going	The Recorder’s Court conducts a survey of other traffic courts in the area from time-to-time to see where our fine schedule is in relationship to the other courts. This includes not only the cities, but DeKalb Recorder’s Court and Cobb County State Court, traffic division.	No budget impacts at this time.

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Law Enforcement and Judiciary	Status Quo	Implement an education initiative to leverage citizen volunteer capacity for community building to extend and compliment the service delivery of the Law Enforcement and Justice System.	In Progress	<p>The Sheriff's Office is leveraging citizen volunteers in three programs: Deputy Reserves, Seniors in Action, and Explorers.</p> <p>The Police Department initiated a volunteer program in June 2011. Between June 2011 and the end of June 2012, volunteers have worked 19,722 hours with an estimated value of \$423,205.</p> <p>The Juvenile Court has four programs that use volunteers: Youth Diversion Panels, Citizen Panels, CASA, and the Truancy Intervention Program. These programs have an estimated value of more than s\$200,000 a year.</p> <p>In addition, Gwinnett has launched a dedicated web page for residents to learn about and register for volunteer opportunities, www.volunteergwinnett.net.</p>	Volunteers contributed an estimated value of \$517,208 in time.
Law Enforcement and Judiciary	Status Quo	Support efforts currently underway to evaluate the internal business process of county operations, to measure performance, and seek efficiencies. These efforts are valuable and should be encouraged.	In Progress	The effort to identify continued efficiencies is ongoing.	No budget impacts at this time.
Law Enforcement and Judiciary	Declining Tax Digest	We would continue to recommend that the County maintain the current levels of service in the courts and law enforcement.	Complete	The 2011 and 2012 budget was adopted at an amount that maintains the current level of service. Actions taken by the Board of Commissioners to balance these budgets can be found in monthly financial reports located at www.gwinnettcounty.com under <i>Your Money</i> , then <i>Archive: Financial Reports</i> .	No budget impacts at this time.

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Law Enforcement and Judiciary	Declining Tax Digest	<p>If funding in this area of responsibility must be reduced, and reductions are made on a percentage basis, the percentage goal in this area should be set at the least proportionate reduction possible. We acknowledge that more limited cuts in this area might result in a need for greater percentage cuts in other less “core” service areas which is the intention of the recommendation. Within each official's or department's budget and area of responsibility, the reductions should be prioritized by that official or department manager, that person being most familiar with the operations of the department and with a view towards impacting core services as little as possible.</p>	Complete	<p>Through the County's business planning process, each agency and department has identified those core functions that must continue in order to maintain core services at status quo. As a whole, departments and agencies identified their own service and fiscal priorities and voluntarily offered \$5.7 million in reductions in 2011 on top of prior-year reductions that were already in place. Should further reductions be required in this area, officials and department managers will be consulted so that the full impact of any funding decisions can be fully explored and evaluated prior to being implemented.</p>	<p>Reductions totaled \$5.7 million in 2011 in addition to prior-year reductions already in place.</p>